

Evaluation of the Swift and Sure Sanctions Probation Program Request for Proposals

**Issued By:
The State Court Administrative Office
of the Michigan Supreme Court**

RFP Effective Until January 7, 2014

Part I - Introduction

A. General Information

This Request for Proposal (RFP) provides interested bidders with information to prepare and submit proposals for consideration by the State Court Administrative Office (SCAO).

B. Contract Award

The contract entered into will be the contract deemed most advantageous to the SCAO. The SCAO reserves the right to consider proposals or modifications to proposals received at any time before the award is made, if such action is in the best interest of the SCAO.

If a contract is awarded, the selected bidder will be required to comply with the contract provisions in Part II of this RFP, which will be a part of the contract.

C. Rejection of Proposals

The SCAO reserves the right to reject any and all proposals received as a result of this RFP, or to negotiate separately with any source whatsoever in any manner necessary to serve the best interest of the SCAO. This RFP is made for informational or planning purposes only. The SCAO does not intend to award a contract solely on the basis of any response made to this request or otherwise pay for the information solicited or obtained.

D. Incurring Costs

The SCAO is not liable for any cost incurred by the prospective contractors prior to issuance of the contract.

E. Inquiries

Questions that arise as a result of this RFP must be submitted in writing (e-mail would be acceptable) to the SCAO. **All questions must be submitted on or before January 7, 2014** to Jessica Parks at parksj@courts.mi.gov or sent to:

Jessica Parks
Michigan Hall of Justice
925 West Ottawa
Lansing, MI 48909

F. Amendment to the RFP

In the event it becomes necessary to revise any part of this RFP, addenda will be provided to all bidders.

G. Response Date

To be considered, the proposal must arrive at the SCAO, 925 West Ottawa, P.O. Box 30048, Lansing, MI 48909, on or before **January 7, 2014, at 5:00 p.m.** Bidders who mail proposals should allow adequate delivery time to ensure timely receipt of their proposals.

H. Proposals

To be considered, bidders must submit a complete response to this RFP, using the format provided in Part IV. No other distribution of proposals will be made by the bidder.

Proposals must be signed by an official authorized to bind the bidder to its provisions. The proposal must remain valid for at least 90 days.

I. Acceptance of Proposal Content

The contents of the proposal of the successful bidder may become contractual obligations if a contract ensues. Failure of the successful bidder to accept these obligations may result in cancellation of the award.

J. Economy of Preparation

Proposals should be prepared simply and economically, providing a straightforward, concise description of the bidder's ability to meet the requirements of the RFP. Emphasis should be on completeness and clarity of content.

K. Oral Presentation

Bidders who submit a proposal may be required to make an oral presentation of their proposal to the SCAO. The presentation provides an opportunity for the bidder to clarify his/her proposal to ensure thorough mutual understanding. If necessary, the SCAO will schedule the presentations.

L. Prime Contractor Responsibilities

The selected contractor will be required to assume responsibility for all services offered in the proposal whether or not they possess them within their organization. Further, the SCAO will consider the selected contractor to be the sole point of contact with regard to contractual matters, including payment of any and all charges resulting from the contract.

M. Independent Contractor Status

The selected contractor will act as an independent contractor in the performance of duties under the contract reached between the contractor and the SCAO. Accordingly, the selected contractor will be responsible for payment of all taxes, including federal, state, and local taxes, arising out of the selected contractor's activities in accordance with a contract, including by way of illustration but not limitation, federal and state income tax, social security tax, unemployment insurance tax, and any other tax or business license fee as required.

Because the selected contractor is engaged in his/her own independent business, the contractor will not be eligible for, and will not participate in, such benefits as pension plans, health or other fringe benefit plans, holiday pay, sick pay, and vacation pay of the SCAO or the Supreme Court, or such other rights or provisions arising out of a contract of hire or employer/employee relationship as a result of a contract. No workers' compensation insurance will be obtained by the SCAO concerning the selected contractor.

N. Time Schedule for Beginning and Completing the Evaluation

A complete schedule of all activities and a breakdown of the basis for all costs associated with the evaluation must be submitted. The successful bidder will be required to submit a detailed evaluation plan, schedule of activities, and the cost breakdowns to the SCAO no later than **January 7, 2014**.

O. Contract Payment Schedule

The SCAO shall make payments to the selected contractor as negotiated in the written contract. Payment will be made contingent upon submission of timely and complete reports and satisfactory progress on the evaluation as outlined in the evaluation design and schedule of activities. Payments are reimbursement for invoices submitted by the bidder.

P. News Releases

News releases pertaining to this RFP on the service, study, or project to which it relates shall not be made without prior approval by the SCAO.

Q. Data Responsibilities

Prior to accessing data through the SCAO and/or the Michigan Department of Corrections (MDOC), the contractor must agree:

1. To keep all data confidential;
2. That the data are at all times property of the SCAO and/or the MDOC;
3. That if the contractor accesses the state's computer system, the contractor must comply with all safety and security protocols as set forth by the Michigan Department of Technology, Management, and Budget;
4. That the contractor must permit the SCAO and MDOC to review the data, methodology used, and the purported results before they are made public;
5. That if the SCAO and/or MDOC does not agree with the contractor's results, the SCAO and/or MDOC has the option to provide a written disclaimer to all of the published results.

Part II - Contract Provisions

SCAO desires to include these provisions in its contracts.

1. GENERAL PROVISIONS

1.01 This contract is made between the State Court Administrative Office, Lansing, Michigan (SCAO) and _____(the Provider).

1.02 This contract is to obtain _____ [*professional consulting services*] to assist the SCAO.

1.03 In consideration of the mutual promises and covenants in this contract, and the benefits to be derived from this contract, the parties agree as follows:

2. TERM OF CONTRACT

2.01 This contract becomes effective when it is signed by the parties.

2.02 This contract terminates on _____, at 11:59 p.m.

2.03 In the event that an extension of this contract is desired, the parties must agree to the extension in writing prior to the expiration of this contract.

3. RELATIONSHIP

3.01 The Provider is an independent contractor, and it is understood the Provider is not an employee of the SCAO. No employee or subcontractor of the Provider is an employee of the SCAO.

3.02 No liability or benefits, including, but not limited to, retirement benefits or liabilities, pension rights or liabilities, insurance rights or liabilities, fringe benefits, training, holiday pay, sick pay, vacation pay, or such other rights, provisions, or liabilities arising out of an agreement of hire or employer-employee relationship, either express or implied, shall arise or accrue to either party as a result of this contract. The Provider is not eligible for, and will not participate in, any such benefits.

3.03 The Provider is responsible for payment of all taxes, including federal, state, and local taxes arising out of the Provider's activities in accordance with this contract, including, but not limited to, income taxes, social security taxes, unemployment insurance taxes, and any other taxes or fees.

3.04 The Provider shall not direct the work or commit the working time of any SCAO employee under this contract. To the extent that the Provider seeks the assistance of any SCAO employee to perform the Provider's responsibilities under this contract, the Provider must obtain prior written approval from the state court administrator or his designee.

3.05 The Provider does not, and shall not, have the authority to enter into contracts on the SCAO's behalf.

4. SCOPE OF SERVICES

4.01 Under the direction of the SCAO, the Provider will provide _____. Those services will include, but not be limited to, the following projects and initiatives:

_____.

4.02 The Provider shall, during the contract term or any extension thereof, use the Provider's best efforts and endeavors to promote the interests of the SCAO. The Provider, and the Provider's employees or subcontractors, shall devote such time, attention, skill, knowledge, and professional ability as is necessary to most effectively and efficiently carry out and perform the services as described in this contract and in any amendments to this contract.

4.03 Commitment of state resources for the acquisition of goods and services, and execution of purchase orders, contracts, and similar agreements, shall remain the sole responsibility of the SCAO.

5. PERFORMANCE AND PRICING

5.01 The SCAO agrees to pay the Provider a sum not to exceed \$_____ for the services performed pursuant to this contract. This sum includes all services, costs, fees, and expenses.

OR

5.01 The SCAO agrees to pay the Provider at a rate of \$_____ per hour for the services performed pursuant to this contract. The maximum amount billable pursuant to this contract shall be \$_____. This sum includes all services, costs, fees, and expenses.

5.02 The compensation for services performed pursuant to this contract is inclusive of any and all remuneration to which the Provider is entitled. The Provider shall be responsible for all payment of all expenses the Provider incurs under this contract, including, but not limited to, license fees, memberships and dues, automobile and other expenses, insurance premiums, telephone costs, and all salary, expenses, and other compensation paid to the Provider's employees or contract personnel that the Provider hires or retains. The SCAO may, at the SCAO's sole discretion, reimburse the Provider for preapproved travel expenses for travel located outside the [*Lansing*] area, including lodging, mileage, and meals that the Provider incurs in the reasonable fulfillment of the terms of this contract. Reimbursement will be at the standard government reimbursement rate utilized by the SCAO.

6. ASSIGNMENT

6.01 The Provider may not assign the performance under this contract to subcontract personnel except with the prior written approval of the SCAO.

7. METHOD OF PAYMENT

7.01 All payments for the proper performance of the contract shall be made by the SCAO monthly, upon the submission by the Provider of invoices for approval by the SCAO on a form approved by the SCAO. The invoices shall include a specification of the hours worked, hourly salary, and the detailed services provided by the Provider, and/or for each of the Provider's staff, during the period for which payment is sought.

8. CONFIDENTIAL INFORMATION

8.01 In order that the Provider's employees or subcontractors may effectively provide fulfillment of this contract to the SCAO, the SCAO may disclose confidential or proprietary information pertaining to the SCAO's past, present, and future activities to the Provider. All such information is proprietary to the SCAO and Provider shall not disclose such information to any third party without prior approval from the SCAO. The Provider agrees to return all confidential or proprietary information to the SCAO immediately upon the termination of this contract.

9. RIGHTS TO WORK PRODUCT

9.01 All reports, programs, manuals, tapes, listings, documentation, and any other work product prepared by the Provider under this contract, and amendments thereto, shall belong to the SCAO and are subject to copyright or patent only by the SCAO. The SCAO shall have the right to obtain from the Provider original materials produced under this contract and shall have the right to distribute those materials.

9.02 The SCAO grants the Provider a royalty-free, nonexclusive license to use anything developed in the course of executing this contract if the work product enters the public domain.

9.03 The SCAO shall have copyright, property, and publication rights in all written or visual material or other work products developed in connection with this contract. The Provider shall not publish or distribute any printed or visual material relating to the services provided under this contract without the prior explicit permission of the SCAO.

10. WRITTEN DISCLOSURE

10.01 The Provider and the Provider's employees or subcontractors shall promptly disclose in writing to SCAO all writings, inventions, improvements, or discoveries, whether copyrightable, patentable, or not, which are written, conceived, made, or discovered by the Provider or the Provider's employees or subcontractors jointly with the SCAO or singly by Provider or the Provider's employees or subcontractors while engaged in activity under this

contract. As to each such disclosure, the Provider shall specifically point out the features or concepts that are new or different.

10.02 The SCAO shall have the right to request the assistance of the Provider and the Provider's employees or subcontractors in determining and acquiring copyright, patent, or other such protection at the SCAO's invitation and request.

10.03 The Provider represents and warrants that there are at present no such writings, inventions, improvements, or discoveries (other than in a copyright, copyright application, patent, or patent application) that were written, conceived, invented, made, or discovered by the Provider or the Provider's employees before entering into this contract, and which the Provider or the Provider's employees desire to remove from the provisions of this contract, except those specifically set forth by attachment hereto.

11. INSURANCE

11.01 The Provider should carry insurance coverage in such amounts as necessary to cover all claims arising out of the Provider's operations under the terms of this contract. The Provider shall indemnify and hold harmless the SCAO for any liability incurred as a consequence of Provider's failure to maintain insurance coverage for Provider or Provider's subcontractors.

12. INDEMNITY

12.01 The Provider agrees to indemnify, defend, save, and hold harmless the SCAO, the Michigan Supreme Court, their agents, officers, and employees from any liabilities, obligations, damages, penalties, claims, costs, fees, charges, and expenses (including, but not limited to, fees and expenses of attorneys, expert witnesses, and other consultants) that may be imposed upon, incurred by, or asserted against the SCAO or the Michigan Supreme Court by reason of the Provider's acts or services provided under this contract.

12.02 The Provider also agrees to assume responsibility to safeguard the Provider's property and materials and that of the Provider's employees or subcontractors. The Provider agrees to save and hold the SCAO harmless for loss of any such property and materials used by the Provider pursuant to the Provider's performance under this contract.

12.03 The Provider warrants that it is not subject to any nondisclosure, noncompetition, or similar clause with current or prior clients or employers that will interfere with the performance of this contract. The SCAO will not be subject to any liability for any such claim.

12.04 In the event any action or proceeding is brought against the Provider by reason of any claim covered under this contract, the Provider will, at the Provider's sole cost and expense, resist or defend the action or proceeding.

13. TERMINATION

13.01 Each party has the right to terminate this contract without cause by giving written notice to the other party of such termination at least ten days before the effective date of such termination.

13.02 The SCAO will pay any compensation due to the Provider at the time of termination after an invoice is submitted to the SCAO. The Provider will refund any compensation to the SCAO that was made in excess of the amount invoiced at the time of termination.

13.03 In the event the Provider dies during the term of this contract, this contract shall terminate.

14. COMPLIANCE WITH LAWS

14.01 The Provider shall comply with all applicable laws, ordinances, and codes of the federal, state, and local governments, and shall save and hold the SCAO harmless with respect to any damages arising from any violation of the same by the Provider.

15. MICHIGAN LAW

15.01 This contract shall be subject to, and shall be enforced and construed under, the laws of the state of Michigan.

16. CONFLICT OF INTEREST

16.01 The Provider presently has no personal or financial interest, and shall not acquire any such interest, direct or indirect, that would conflict in any manner or degree with the performance of this contract.

17. DEBT TO STATE OF MICHIGAN

17.01 The Provider covenants that it is not, and will not become, in arrears to the state of Michigan or any of its subdivisions upon contract, debt, or any other obligation to the state of Michigan or its subdivisions, including real property, personal property, and income taxes.

18. MEDIA INTERVIEWS AND ADVERTISEMENTS

18.01 Provider shall not participate in any media interviews or advertisements, including, but not limited to, discussions with journalists and the issuance of press releases, or statements relating to the duties performed in this contract, without prior SCAO approval.

19. DISPUTES

19.01 The Provider shall notify the SCAO in writing of the Provider's intent to pursue a claim against the SCAO for breach of any term of this contract within seven days of discovery of the alleged breach.

19.02 The Provider and the SCAO agree that with regard to any and all disputes, controversies, or claims arising out of or in connection with or relating to this contract; or any claim that the SCAO violated any local, state, or federal ordinance, statute, regulation, law, or common-law doctrine (including discrimination or civil rights claims); or committed any tort; the parties shall attempt to resolve the dispute through mediation. Selection of a mediator will be by mutual agreement of the parties.

19.03 The Provider and the SCAO agree that, in the event that mediation is unsuccessful, any disputes, controversies, or claims shall be settled by arbitration. Selection of an arbitrator will be by mutual agreement of the parties. The decision of the arbitrator shall be binding on both parties. The award, costs, and expenses of the arbitration shall be awarded at the discretion of the arbitrator. This agreement to arbitrate shall be specifically enforceable. A judgment of any circuit court shall be rendered upon the award made pursuant to submission to the arbitrator.

20. ENTIRE AGREEMENT

20.01 This contract contains the entire agreement between the parties and supersedes any prior written or oral promises and representations. No other understanding, oral or otherwise, regarding the subject matter of this contract exists to bind either of the parties.

21. AMENDMENT

21.01 This contract may be amended only upon written agreement of the parties.

Part III - Project Information

A. Background

The Swift and Sure Sanctions Probation Program (SSSPP) is an intensive probation program that is modeled after Hawaii's Honest Opportunity Probation with Enforcement (HOPE) program. In Michigan, the SSSPP began October 1, 2011 to address high risk and high need felony offenders at risk of failing probation. The goal of the SSSPP is to increase compliance with probation terms by imposing predetermined sanctions (typically 3-5 day jail stays) quickly (within 72 hours) after probation violations. The theory is that the participants in the program learn to associate their inappropriate behaviors to negative consequences and modify their behavior which results in the participants completing probation rather than being sentenced to prison. For more information about the structure of the program, visit the Hawaii HOPE Probation website at <http://www.hopeprobation.org>.

B. Purpose of Evaluation

The evaluation should be a cost-benefit analysis of twelve Michigan SSSPP court programs¹ in which the costs are grant, state, and local funds expended on the program and the benefits are cost savings to the state and local jurisdictions through reduced prison stays and offender success. Offender success is defined as reduced positive drug and alcohol tests, completion of ordered educational classes and/or treatment, reduced failures to appear, and reduced criminal recidivism compared to high risk high need felony probationers in counties that are not eligible for the program or that have chosen not to participate. Below is a chart describing the source of data necessary to complete the evaluation. All evaluation data for the SSSPP Group, excluding local and state costs, will be provided by the SCAO in the format agreed upon by the SCAO and the contractor. Program data for the SSSPP will be obtained through the SCAO's Drug Court Case Management Information System. Probationer data for the Comparison Group will be obtained by the contractor through the Offender Management Information Network (OMNI) system available through the MDOC. Criminal recidivism data will be obtained by the SCAO through the Judicial Data Warehouse for the SSSPP Group and the Comparison Group. Grant costs for the SSSPP Group will be obtained through Financial Report records made available by SCAO. All other financial data collection is the responsibility of the contractor.

	SSSPP Group	Comparison Group
Group Demographics	SCAO Case Management System	OMNI (MDOC system)
Group Outcomes	SCAO Case Management System	OMNI (MDOC system)
Group Recidivism	Judicial Data Warehouse – data accessed by SCAO	Judicial Data Warehouse – data accessed by SCAO
Local and State Costs	Evaluator's responsibility to identify and collect	Evaluator's responsibility to identify and collect
Grant Costs	SCAO Financial Reports	None

¹ Berrien County, Barry County, Isabella County, Wayne County, Ingham County, Cass County, Kalamazoo County, Bay County, Eaton County, Allegan County, Livingston County, and Clinton/Gratiot County.

C. Reporting

The contractor will be required to submit monthly reports to the SCAO within the time frames agreed upon by the SCAO and the contractor.

The contract between the SCAO and the contractor will specify reporting requirements. Monthly reports will document accomplishments, problems encountered, significant findings, and activities planned for the next quarter.

The final report is due **by September 30, 2014**. The final report must answer the following questions at a minimum:

1. Were SSSPP probationers more successful on probation than the comparison group? Success is defined as reduced positive drug and alcohol tests, completion of classes or treatment, reduced failures to appear, and reduced criminal recidivism.
2. What grant, local, and state costs were expended on the SSSPP and how do those costs compare to the costs of the comparison group?
3. What cost savings does the SSSPP produce compared to the comparison group?
4. What are the demographics and offenses of the SSSPP group and how do they compare to those of the comparison group?
5. Was the SSSPP more intensive in requirements and supervision than the comparison group?
6. How many sanctions did SSSPP participants probationers receive for probation violations, what type of sanctions did they receive, if the sanctions were incarceration, how long were those sanctions, and what type of violations caused the sanctions?
7. How many SSSPP probationers were unsuccessful and sentenced to prison compared to the comparison group?
8. Did SSSPP probationers receive their sanctions within 72 hours of the violation? How quickly did the comparison group receive sanctions?
9. Were SSSPP probation violation sanctions spaced differently than the comparison group such that there is evidence of the sanctions altering behavior for SSSPP and less so for the comparison group?
10. What SSSPP program structures resulted in the most successful completions of probation?
11. Is there a particular type of offender that does well in the SSSPP program compared to other types of offenders in the program?

Part IV - Proposal Requirements

Bidders must submit **four** copies of the proposal to the SCAO. Proposals must be signed by an official authorized to bind the bidder. The proposal must remain valid for at least ninety (90) days after **January 7, 2014**.

To be considered, proposals must be received at the State Court Administrative Office, P.O. Box 30048, 925 West Ottawa, Lansing, MI 48909, on or before 5:00 p.m. EST, **January 7, 2014**. Proposals received after this time will not be considered. Proposals should be addressed to:

Carol Knudsen
State Court Administrative Office
P.O. Box 30048
Lansing, MI 48909

There are no page limitations for responding to the RFP.

Cover Letter

The cover letter should:

- Indicate that the bidder is able to comply with all the tasks listed in the RFP.
- State the location of the office from which the bidders will be working.
- State that the person signing the letter is authorized to bind the bidder in a written contract with the SCAO.
- State that the proposal will remain valid for at least 90 days after **January 7, 2014**.

Proposal

- Submit a detailed explanation of how the bidder will accomplish the tasks listed under the Reporting heading, including a work plan with tasks and a time line.

Cost Analysis

- Complete the "Cost Worksheet" appearing at the end of this section. Itemize each cost. Only the identified categories may be billed while performing the duties connected with this project.
- Submit a detailed narrative to explain the proposed costs.

Bidder's Experience

- Submit a listing of projects that are similar to this one in which the bidder was or is the lead. Briefly describe each project and any collaborating partners.
- Identify the bidder's experience in working with data from multiple databases, requiring the bidder to merge or restructure files.
- Submit a summary of the bidder's evaluation experience and the experience of any individuals anticipated to participate in the evaluation.

References

- List **three** references that may be contacted by the SCAO to discuss the bidder's work in areas related to the RFP.

- For each reference, please include name, title, organization, email, phone number, and relationship to the bidder.

A. Personnel and Fringe Benefits

The RFP must include the following information regarding personnel working on the evaluation:

1. The estimated hours on the assignment, by classification of personnel assigned.
2. The rate per hour for each classification of personnel and title.
3. The total fee to be charged for each classification.

B. Travel

Effective January 1, 2013, the following maximum reimbursement rates are being used for travel authorized and reimbursed by the SCAO. Reimbursement will be made for actual expenses not exceeding these rates:

1. <u>Meals & Lodging</u>	<u>Maximum Rate</u>
Lodging (Actual supported by receipts)	\$75.00*
Breakfast	\$7.25**
Lunch	\$7.25**
Dinner	\$16.50**

Exceptions: Wayne County, Oakland County, Benton Harbor, Charlevoix, Mackinac Island, Petoskey, and St. Joseph.

Lodging (actual supported by receipts)	\$75.00*
Breakfast	\$8.75**
Lunch	\$8.75**
Dinner	\$21.00**

* Includes taxes

** Includes taxes and tips

Claims for individual meals should be based on the following time guidelines:

Breakfast--When travel commences PRIOR TO 6:00 a.m. and EXTENDS beyond 8:30 a.m.

Lunch--When travel commences PRIOR to 11:30 a.m. and EXTENDS beyond 2:00 p.m.

Dinner--When travel commences PRIOR to 6:30 p.m. and EXTENDS beyond 8:00 p.m.

Travel commences when the claimant begins travel from home or workstation, and ends upon return to home or workstation.

- Reimbursement for meals is allowable only when travel is required out of the city in which the claimant's work station is located and is within the time guidelines above.
- Claims for miscellaneous expenses such as parking, bridge tolls, etc., will be allowed only if the expense was necessary for the conduct of project business and must be supported by receipts.
- Reimbursement will not be made for alcoholic beverages.

2. Mileage

Mileage will be reimbursed based on rates published by the Supreme Court. The Supreme Court currently reimburses at \$.565 per mile.

Please give a breakdown for each type of expense on the "Proposal Cost and Price Worksheet."

Personnel
Fringe Benefits
Consultant/Contractual
Travel
Equipment
Supplies
Telephone
Postage
Printing/Photocopying
Audit
Other (specify)
Direct Costs
Indirect Costs
Total

Price Bid for Project: Maximum fee to conduct the evaluation. The price quoted will be the maximum paid.

Additional Information and Comments: Include any additional information or comments that may be helpful to the SCAO's consideration of the proposal.

Selection Process

Each proposal will be evaluated by a SCAO Review Panel with expertise in the area of criminal justice programs and program evaluation.

The evaluation panel will make a recommendation to the State Court Administrator for award of the contract. However, the evaluation panel recommendation is not binding on the State Court Administrator. The State Court Administrator reserves the right to cancel the RFP process, reissue the RFP, or enter into contracts with multiple vendors for discrete tasks associated with this project. The decision of the State Court Administrator with respect to the award of a contract or contracts is final and not subject to appeal or review.

PROPOSAL COST AND PRICE WORKSHEET

Applicant: _____

Project Title: **Swift and Sure Sanctions Pilot Program Evaluation**

Total amount requested for project from items listed in the first column.

ITEM	SCAO FUNDS	OTHER FUNDS	TOTAL
Personnel			
Fringe Benefits			
Consultant/Contractual			
Travel			
Equipment			
Supplies			
Telephone			
Postage			
Printing/Photocopying			
Audit			
Other (specify)			
Direct Costs			
Indirect Costs			
Total			

Narrative explanation of the above information.